RESEARCH PROPOSAL

Green Initiative and Corporate Sustainability: A Comparative study of Selected Public and Private Banks in Rajasthan

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Doctor of Philosophy

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Introduction

Since the industrial revolution some 250 years ago, we (humans) have been acting in ways and multiplying at rates which affect the balance of life on the surface of the Earth as whole. Before the industrial revolution, the effects of human activity were local, or at most regional, rather than global. Now the impact is indeed global. Business has always depended on – and had an impact on – the natural world. But the development of the relationship between business and the environment – from the extraction of raw materials to the management of resources to the generation of waste – has long been neglected by business historians. Therefore, in business when we use these natural resources without any limit, natural environment changes somehow. Global warming, floods, famines, tsunami and earth quake are its result.

The Industrial Revolution of the 18th and 19th centuries, however, brought with it the ability to degrade the natural environment to a greater extent and at a faster rate than ever before. Nowadays, environmental degradation has been a part of human history, specifically from business operations. Every monumental environmental event is largely affected due to human activity, and specifically to our present arrangements of modern industrial society. Simply put, the way we have done business over the last two centuries has brought us up against the biophysical limits of the earth‘s capacity to support human life, and it has already crossed those limits in the case of countless other forms of life.

Green Initiatives/Green Practices

With Reference to business, an organization functioning in a capacity where no negative impact is made on the local or global environment, the community, or the economy. Green practices is when a company does its best to minimize processes that harm the environment. Environmental issues are a company priority. Global, national and local initiatives are driving environmental responsibility from the top, while shoppers increasingly seek out "eco-friendly" alternatives to their regular products. But, at its core, green practices is about becoming aware of how your behavior, working practices or production methods impact the environment, and making changes that reduce your environmental "footprint" and make your business more sustainable.

Household names such as Toyota and General Motors are leading the way in greener working, and many more brands are using their influence and purchasing power to encourage sustainability

Green businesses adopt green management principles, policies, and practices that improve the quality of life for their customers, their employees, the communities in which they operate, and the environment. Many green businesses begin with a desire to resolve the impacts of climate

change and other environmental problems. Green businesses must follow a green approach and green standards in their operational management and in the output of products.

Green business can be derived from two perspectives related to the output in the form of green products (goods and services) as well as the process (or production) of an economic activity. Entrepreneurs can enter into an overtly ‗green' business sector, providing green and environmentally friendly products (e.g. waste management, renewable energy among others). Alternately, green business can provide their goods or services through an environmentally friendly process or with the help of clean technologies (e.g. ecotourism).

Irrespective of the two perspectives upon which green businesses are operated, following definition embodies the true nature of green businesses: Green business is an organization that is committed to the principles of environmental sustainability in its operations, strives to use renewable resources, and tries to minimize the negative environmental impact of its activities.

In this perception, ―greening‖ of business is part of a long-term strategy of becoming sustainable, i.e. being able to achieve business tasks in the way that does not develop any threat – economic, social or environmental – for both current and future generations.

Characteristics

Hirsch identifies nine categories of green business behaviour. Hirsch explains claiming that: when firms go green, they exceed legal requirements by:

1. Directly reducing their own regulated—or unregulated—environmental impacts in ways that will reduce regulatory risk, improve company brand, and allow firms to get out in front of anticipated regulations;

2. Reducing their customers' environmental impacts and decreasing their customers' exposure to unhealthy substances;

3. Increasing their reuse and recycling of materials used in the production process; National Conference on Marketing and Sustainable Development

4. Improving their energy efficiency or that of their customers;

5. Improving their resource productivity or that of their customers;

6. Implementing systems to identify waste reduction, pollution prevention, energy efficiency, or resource productivity opportunities throughout the company or facility;

7. Collecting and disseminating more information about the firm's environmental impacts and performance than the law requires;

8. Providing more opportunities for stakeholder input into corporate environmental decision making than the law requires; and

9. Financing and investing in green products and business models, such as those described above.

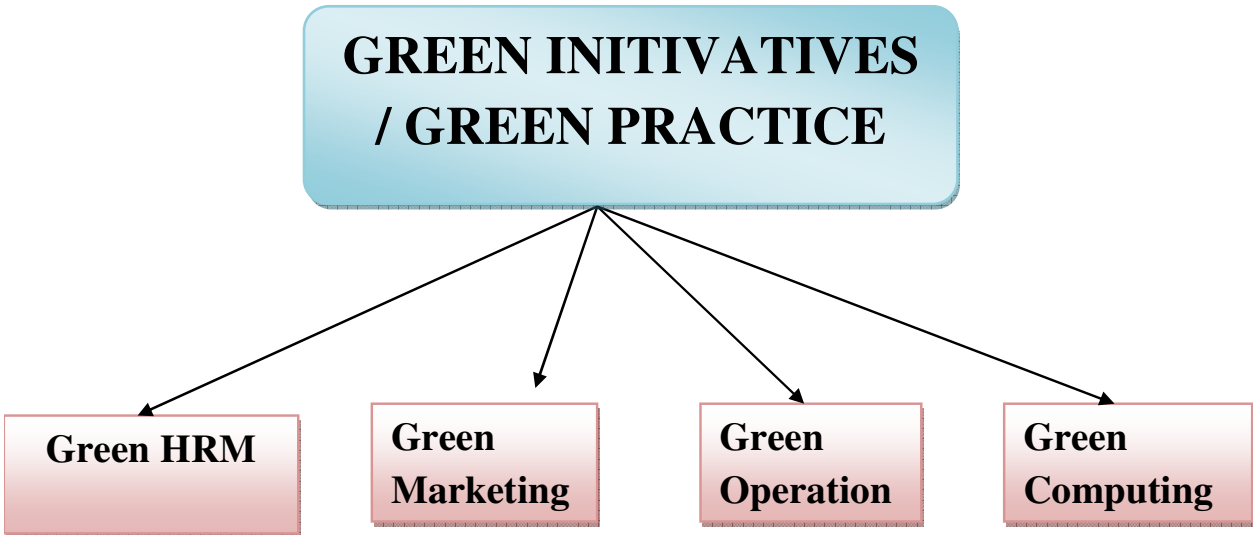

Figure 1

Organization sustainability

Organization sustainability aim to take advantage of sustainable revenue opportunities, while protecting the value of business against increasing energy costs, the costs of meeting regulatory requirements, changes in the way customers perceive brands and products, and the volatile price of resources.

Not all eco-strategies can be incorporated into a company's Eco-portfolio immediately. The widely practiced strategies include: Innovation, Collaboration, Process Improvement and Sustainability reporting.

1. Innovation & Technology-This introverted method of sustainable corporate practices focuses on a company's ability to change its products and services towards less waste production and sustainable best practices.

2. Collaboration-The formation of networks with similar or partner companies facilitates knowledge sharing and propels innovation.

3. Process Improvement-Continuous process surveying and improvement is essential to reduction in waste. Employee awareness of company-wide sustainability plan further aids the integration of new and improved processes.

4. Sustainability Reporting-Periodic reporting of company performance in relation to goals. These goals are often incorporated into the corporate mission (as in the case of Ford Motor Co.).

5. Greening the Supply Chain-Sustainable procurement is important for any sustainability strategy as a company's impact on the environment is much bigger than the products that they consume.

Additionally, companies might consider implementing a sound measurement and management system with readjustment procedures, as well as a regular forum for all stakeholders to discuss sustainablity issues.[1] The Sustainability Balanced Scorecard is a performance measurement and management system aiming at balancing financial and non-financial as well as short and long-term measures. It explicitly integrates strategically relevant environmental, social and ethical goals into the overall performance management system and supports strategic sustainability management.

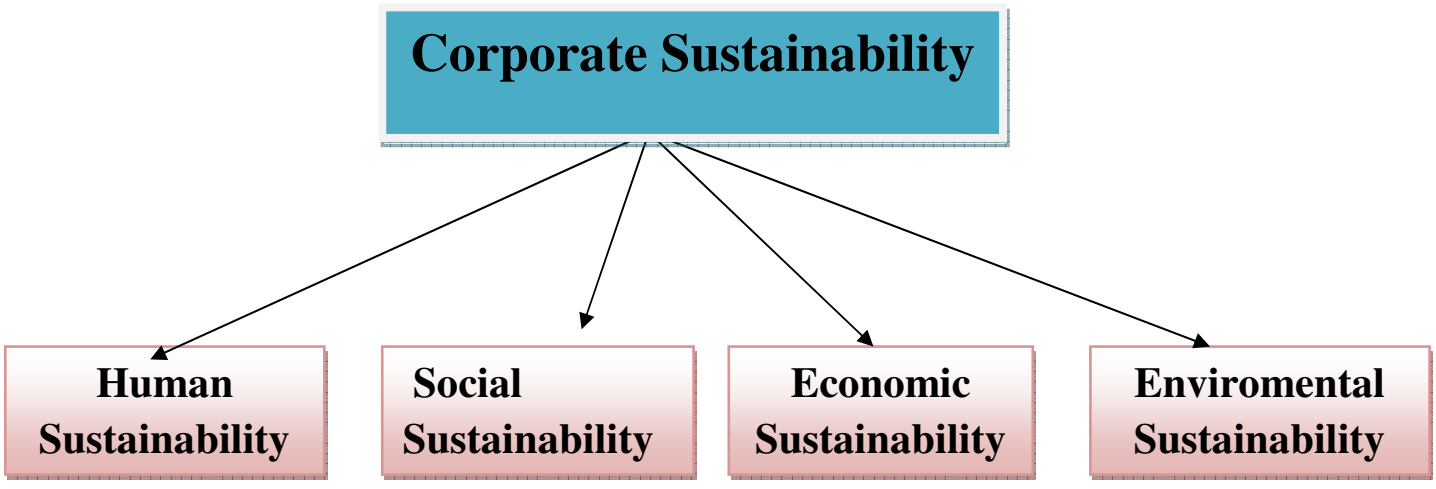

Figure 2

RESEARCH METHODOLOGY

Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. In it, we study the various steps that are generally adapted by a researcher in studying research problem along with logic behind them.

A research design is the basic framework which provide guidelines for the rest of research process. it is a map or blue print according to which the research is to be conducted. the research design specifies the methods for data collection and data analysis. The preparation of the research design, appropriate for a particular research problem, involves usually the consideration of the following: -

a) The means of obtaining the information.
b) The availability and skills of the researcher and his staff(if any)
c) Explanation of the way in which selected means of obtaining information will be organized and the reasoning leading to the selection.
d) The time available for research
e) The cost factor relating to research, i.e., the finance available for the purpose

Research methodology basically includes the formulation of research problem, study of literature, collecting the data, analyzing that data.

Research Articles

S.NO	YEAR	ARTICLES
1	2019	**1**
2	2018	**4**
3	2017	**6**
4	2016	**5**
5	2015	**2**
6	2014	**1**
7	2013	**1**
8	2012	**3**
9	2011	**3**
10	2010	**1**
11	2007	**1**
12	2005	**2**
Total		**30**

Research Papers Reviewed#1

Study Reference	Title of paper	Study Objective	Data Source	Findings	Observation/ Conclusion
Yap Peng Lok, S., & Chin, T. L. (2019). Linking Green HRM Practices and Employee Sustainability Engagement. *Global Business & Management Research*, *11*(2).	Linking Green HRM Practices and Employee Sustainability Engagement	Employee sustainable engagement has gained importance in recent years. Organizations engage employees in environmental preservation by making sure employees understand the organizations' environmental goals and implement the environmental programs. Despite of many ways organizations to motivate employees engage in environmental behaviors, there are questions on how organizations achieve employee sustainable engagement	Secondary Data	A research framework is developed to explain the direct relationship between green HRM practices and employee sustainable engagement. Besides that, hypothesis is formulated to provide the logical relationships between green HRM practices and employee sustainable engagement.	In conclusion, this paper reveals that green HRM practices has significant relationship on employee sustainability engagement. Thus, this study ensures the achievement of organizational sustainability through a highly engaged workforce can be adopted. Managers and employers therefore can provide an amicable environment for the employees to become sustainable engaged. Employees engage in environmental business practices such as reducingrecycling, reducing product waste, utilizing alternative energy resources helps theorganizations remain competitive in the global market.
Research Gap/ Scope for further study Unfortunately, the issues of employee engagement in environmental issues are steadily declining.Therefore, to bridge this gap, this study aims to examine employee sustainability engagement. These studies are however not examining green HRM practices to develop employee sustainability engagement.					

Research Papers Reviewed#2

Study Reference	Title of paper	Study Objective	Data Source	Findings	Observation/ Conclusion
Bombiak, E., & Marciniuk-Kluska, A. (2018). Green human resource management as a tool for the sustainable development of enterprises: Polish young company experience. *Sustainability*, *10*(6), 1739.	Green Human Resource Management as a Tool for the Sustainable Development of Enterprises: Polish Young Company Experience	The objective of the research was to identify pro-environmental HR practices embraced by young Polish enterprises and to prioritize them in accordance with their effect on company sustainable development.	Primary Data	The study revealed that the Green HRM concept in the Polish reality is relatively. However, there is a strong positive correlation between the evaluation of the impact of individual activities within Green HRM on sustainable company development and their practical implementation. Research demonstrated that the higher the evaluation of the impact of a given activity, the more frequent its implementation in the studied companies	This Study allowed the formulation of the following conclusion: in order to increase the scope of implementation of the Green HRM concept in Polish young enterprises, it is necessary to raise awareness of the importance of Green HRM activities to achieve company sustainability.In addition, empirical research revealed that the Green HRM concept is relatively unknown and underestimated in Poland.It was determined that young Polish enterprises did not employ the whole range of HRM practices requisite for effective environmental management. Hence, we can state that Green HRM is in its initial phase of development in the study entities.

Research Gap/ Scope for further study

It indicates the barriers related to the implementation of the GHRM concept under Polish conditions. At the same time, the area of future research and the proposed course of improvement are presented. The authors believe that the requisite condition to expand the scope of GHRM implementation in Polish organizations is management education

Research Papers Reviewed#3

Study Reference	Title of paper	Study Objective	Data Source	Findings	Observation/ Conclusion
Iqbal, Q., Hassan, S. H., Akhtar, S., & Khan, S. (2018). Employee's green behavior for environmental sustainability: a case of banking sector in Pakistan. *World Journal of Science, Technology and Sustainable Development*, *15*(2), 118-130.	Employee's green behavior for environmental sustainability: a case of banking sector in Pakistan	The purpose of this paper is to find out the relationship between employee's green behaviors (EGBs) and environmental sustainability (ES). Presently, many ES issues have impact on organizations, e.g., energy cost and climate change. In business world, there is a positive trend among organizations to start reporting over performance of ES keeping their role as corporate social responsibility alive..	Primary Data	Results reveal that there is a direct positive relationship between EGB and environment sustainability. The five dimensions of EGB, i.e., working sustainability, conserving, avoiding harm, influencing others and taking initiative also have significant association with ES. ES carries with itself sensational openings for the HRM role and with the opportunity originates responsibility.	In today's world, no alternative is available with organizations to avoid ES. More than 80 percent of organizations exhibit report about their annual ES performance. Current research suggests that management should think about training and development needs of employees in order to enhance scope of their green behaviors. Motivation factor is very crucial within personal predictor of job performance. Motivational theories such as self-determination theory need to be analyzed in relation to EGBs. Referring to voluntary and required EGBs, different types of motivation can moderate the association of EGB and ES.
Research Gap/ Scope for further study This study has elaborated direct association of EGBs with ES. Further research needs toanalyze effect of moderator and mediator over their relationship. This study is also inevitable to limitations of research. A longitudinal study can overcome this constraint by providing a reflective understanding..					

Research Papers Reviewed#4

Study Reference	Title of paper	Study Objective	Data Source	Findings	Observation/ Conclusion
Järlström, M., Saru, E., & Vanhala, S. (2018). Sustainable human resource management with salience of stakeholders: A top management perspective. *Journal of Business Ethics*, *152* (3), 703-724.	Sustainable Human Resource Management with Salience of Stakeholders: A Top Management Perspective	The present paper analyses how top managers construct the meaning of sustainable human resource management (HRM) and its responsibility areas and how they identify and prioritize stakeholders in sustainable HRM..	Primary Data	A qualitative analysis reveals four dimensions of sustainable HRM: Justice and equality, transparent HR practices, profitability, and employee well-being. It also reveals four broader responsibility areas: Legal and ethical, managerial, social, and economic. Contrary to the prior green HRM literature, ecological responsibility was largely ignored. The study also reveals a wide range of stakeholders, specifically, owners, managers, employees, customers, and employee representatives, as well as their special roles and requirements for sustainable HRM.	Based on a general discussion of sustainability and stakeholders in organizations (e.g. Ho¨risch et al. 2014), business ethics, green HRM, social responsibility, responsible leadership, and the ethical aspects of human resource management (HRM) have received increasing attention among scholars

Research Gap/ Scope for further study

Therefore, there is a call for further studies which integrate CSR andHRM (Jamali et al. 2015; Gond et al. 2011) to extend our knowledge and understanding of the connection between CSR and HRM and sustainability in HRM. Our focus on sustainable HRM with a keen relation to CSR is connected to a wider discussion on business ethics (Grace 1995) raising thus a need for further research on the relationship between sustainability in HRM and business ethics.

Research Papers Reviewed#5

Study Reference	Title of paper	Study Objective	Data Source	Findings	Observation/ Conclusion
Mtembu, V. N. (2018). Greening is not a priority for human resource: Insights from human resource practitioners. *Acta Commercii*, *18*(1), 1-6.	Greening is not a priority for human resource: Insights from human resource practitioners	The aim of this study is to determine whether the implementation of green human resource management (HRM) practices in organisations is a priority or not, and also to investigate the perceptions of HR practitioners on the implementation of green HRM in organisations.	Primary Data	Results revealed that the majority of HR practitioners have a perception that greening activities should not be in a list of priorities for the HR division. The results also revealed that HR practitioners are not experts on greening issues and that there were no green HR policies in the institutions surveyed. As a result, the HR division plays little to no role in greening initiatives within the institutions	This study extends green HRM discourse by investigating the importance of green HRM implementation in an African institutionInformation from the study can be used to advise managers and HR policymakers on the importance of infusing an environmental sustainability concept in HR policies, and also on how green HRM can be implemented effectively within organisations
Research Gap/ Scope for further study Future studies could also examine green HRM among all sectors in South Africa, with a view to undertaking a comparative analysis among sectors, provinces and even among other African countries and developing countries..					

Research Papers Reviewed#6

Study Reference	Title of paper	Study Objective	Data Source	Findings	Observation/ Conclusion
Cheema, S., & Javed, F. (2017). The effects of corporate social responsibility toward green human resource management: The mediating role of sustainable environment. *Cogent Business & Management*, *4*(1), 1310012.	The effects of corporate social responsibility toward green human resource management: The mediating role of sustainable environment	This study has two objectives. First objective was to analyze the increased need for HRM skills in green practices including selection, recruitment, rewards and training implementation. The second objective was to examine the relationship of sustainable environment by testing the mediation between green human resource management and corporate social responsibility.	Primary Data	The results showed that all variables, green human resource, sustainable environment, and corporate social responsibility fit the data adequately and significantly appropriate with this hypothesized model. Thus, the results showed that the mediation is partial and green human resource management has a significant effect on corporate social responsibility. Analysis explores that H1, H2, and H3 support the research and get significant study.	The study showed the results on the base of green human resource management as the key determinant of sustainable environment. To examine the impact of the independent variable with corporate social responsibility as a dependent and sustainable environment as a mediator, there was conducted primary research with empirical data from textile sector of Faisalabad District, Pakistan, To strengthen sustainable environment in the organization especially in textile sectors, organizations should introduce green practices which will improve and also helps to build strong concept of corporate social responsibility in all sectors. (b) For greening practices purpose, proper education should be given to the employees to increase learning level in the organizations which eventually improve overall sustainability
Research Gap/ Scope for further study The future direction for further studies are as follows: (a) To strengthen sustainable environment in the organization especially in textile sectors, organizations should introduce green practices which will improve and also helps to build strong concept of corporate social responsibility in all sectors. (b) For greening practices purpose, proper education should be given to the employees to increase learning level in the					

organizations which eventually improve overall sustainability

Research Papers Reviewed#7

Study Reference	Title of paper	Study Objective	Data Source	Findings	Observation/ Conclusion
Lakshmi, V. R., & Kennedy, H. (2017). THE ROLE OF BUSINESS SUSTAINABILITY IN HUMAN RESOURCE MANAGEMENT: A STUDY ON INDIAN MANUFACTURING COMPANIES. *The South East Asian Journal of Management*, *11*(1), 70.	THE ROLE OF BUSINESS SUSTAINABILITY IN HUMAN RESOURCE MANAGEMENT: A STUDY ON INDIAN MANUFACTURING COMPANIES	The aim of the research is as follows: 1. Reveal HRM strategic integration in business sustainability strategy as the role for HRM in an organization and its impact on the organizational performance. 2. Further, study HRM integration through the formulation and implementation of sustainability strategy in HRM practices. That is, sustainability incorporated HRM practices at the content level through the functions of HRM (recruitment and selection, training and development, performance management and employee engagement). 3. Derive a model for the role for HRM in business sustainability.	Primary Data	Based on the statistical analysis results, this study on Indian manufacturing companies reveals that HRM is more active in implementation compared with formulation of strategies. The statistical significance tests revealed the positive significant association of the formulation and implementation of HRM strategic integration. Further, the ANOVA test and chi-square tests reveal the positive impact of the strategic integration on the performance of the organization in all the three factors of sustainability people, planet, and profit. It is also evident that there is strong correlation between HRM strategy and sustainability.	The human resource management function is crucial to achieve success in a sustainability-driven organization. Sustainability is all pervasive. Sustainability practices in each and every aspect of doing business have been embedded across organizations at all levels. It has become an ongoing change process. Because the prime focus and skills of human resource professionals include organizational process, change management, and culture stewardship, they should take a leading role in developing and implementing sustainability strategy, which in turn contributes to the organizational performance.

Research Gap/ Scope for further study

India has a vibrant multidimensional demography, and this study covered only the Karnataka region due to the practical difficulty in approaching companies in the other parts of India. The multisectors' representation of samples covers only the sectors that have contributed to 80% of the state GDP. The study was conducted on only large manufacturers registered with FKCCI. It would be useful to further assess and generalize the HRM strategic integration with sector-specific and region-specific studies

Research Papers Reviewed#8

Study Reference	Title of paper	Study Objective	Data Source	Findings	Observation/ Conclusion
Mishra, P. (2017). Green human resource management: A framework for sustainable organizational development in an emerging economy. *International Journal of Organizational Analysis*, *25*(5), 762-788.	Green human resource management A framework for sustainable organizational development in an emerging economy	The purpose of this study is to explore the status and challenges of green human resource management practices in India, an under-researched area. Further, it proposes a theoretical framework to fill the identified gaps and build a sustainable organization.	Primary and Secodary Data	This study highlights status of green human resource practices such as environmental training, green recruitment, performance appraisal, employee involvement and compensation. The findings suggest that there is further scope to utilize the full potential of GHRM practices for encouraging pro-environmental behavior in the organizations. Analyses of data also reveal that top-management support and mutual learning among departments are crucial to facilitate green behaviors among employees.	An interesting observation was that although research has indicated that vision/ mission statements are signals from top-management to employees (Ramus and Steger, 2000) and four organization's vision/mission statements did include pro-environmental statement, the representatives emphasized on the need of active participation and physical perceptibility of senior management.It is also noted that none of the organizations have a mechanism to access the impact of a particular GHRM initiative on employee's pro-environmental behavior.

Research Gap/ Scope for further study

This study does not capture the impact of any of specific GHRM practices. Further, it will be insightful to study the implementation of GHRM practices in association with organizational change principles because thegreening of the organization through human resource practices will require changes at the organizational level

Research Papers Reviewed#9

Study Reference	Title of paper	Study Objective	Data Source	Findings	Observation/ Conclusion
Ooi, S. K., Amran, A., Goh, S., & Nejati, M. (2017). Perceived Importance and Readiness of Green HRM in Malaysian Financial Services Industry. *Global Business and Management Research*, *9* (4s), 457-474.	Perceived Importance and Readiness of Green HRM in Malaysian Financial Services Industry	Green Human Resource Management (GHRM) practices are the primary factor in driving the green workforce that not only comprehend, but also cherish and apply the environmental measures throughout the HRM processes. The purpose of this research is to examine the perceived importance of GHRM and readiness of the financial institutions to embrace GHRM practices.	Primary Data	Despite the findings indicated that GHRM is perceived to be an important factor, those financial institutions are indecisive in GHRM implementation. Hence, there is a gap between the stakeholders' perception and FSI's readiness. Overall, it is suggested that GHRM is still at the introductory stage across Malaysian FSI..	Based on this research, it has been confirmed that GHRM is deemed crucial by the stakeholders of FSI in Malaysia. Furthermore, all six GHRM processes, namely, green talent management, green performance management, green training and development, green employee engagement, green reward system and green employee separation are pivotal. Nevertheless, the financial institutions are still indecisive regarding the GHRM implementation as reflected by the readiness score. In a nutshell, there is still a gap between the FSI stakeholder's standpoint and the financial institutions readiness to implement GHRM.

Research Gap/ Scope for further study

The future direction of HR should expand its focus in pursuit of environmental management and sustainable developmentFurthermore, this research edges forward to assess the readiness of GHRM practices among the financial institutions and attempts to propose some recommendation on the preparation and facilitation of GHRM implementation in financial institutions.

Research Papers Reviewed#10

Study Reference	Title of paper	Study Objective	Data Source	Findings	Observation/ Conclusion
Ragas, S. F. P., Tantay, F. M. A., Chua, L. J. C., & Sunio, C. M. C. (2017). Green lifestyle moderates GHRM's impact on job performance. *International Journal of Productivity and Performance Management*, *66*(7), 857-872.	Green lifestyle moderates GHRM's impact on job performance	The purpose of this paper is to determine the moderating role of green lifestyle to the impact of green human resource management (GHRM) on employee's job performance from various industries and a possible spillover of GHRM to employee's lifestyle.	Primary Data	First, implementing GHRM practices in the workplace may improve employee's job performanceSecond, the results of the study showed that the implementation of GHRM practices at work may have a spillover effect to employees' green life style which is consistent with the research of Muster and Schrader (2011), Gayathri and Karthikeyan (2013), and Datta (2015). Lastly, findings of the study showed that green lifestyle plays a moderating role toward the impact of GHRM practices on job performance.	This exploratory study intended to test a model to determine the moderating role of an employee's green lifestyle to the impact of implementation of GHRM practices on job performance in the workplace. The results supported the model and showed that greenbehavior at home exhibited by employees may have influenced their performance at work.Even though GHRM is a trend in other countries, it is not widely known in the Philippines. Therefore, this study aims to inform different types of industries of such trend and how beneficial it can be for the organization and the environment. With the changing climate and recurring calamities, HR practitioners can also have their role to save the environment while maintaining productivity of the employees and keeping them motivated

Research Gap/ Scope for further study

This study can serve as a basis for future research studies regarding the importance of strengthening the GHRM implementation here in the Philippines. Future studies may focus more on the impact of GHRM on other factors, such as job loyalty and job satisfaction of the employees, in specific industries which would greatly contribute to the GHRM community in the Philippines. It may also focus on how gender and age can affect the implementation of GHRM practices in the workplace. GHRM is a topic not commonly tackled in the Philippines, but it could bring great changes when implemented..

Research Papers Reviewed#11

Study Reference	Title of paper	Study Objective	Data Source	Findings	Observation/ Conclusion
Yusliza, M. Y., Othman, N. Z., & Jabbour, C. J. C. (2017). Deciphering the implementation of green human resource management in an emerging economy. *Journal of Management Development*, *36*(10), 1230-1246.	Deciphering the implementation of green human resource management in an emerging economy	Drawing on the resource-based view (RBV) theory, the purpose of this paper is mainly to show how electronic human resource management (HRM), green employee empowerment, and human resource (HR) business partner role may influence green HRM practices.	Primary Data	The empirical results demonstrate that green employee empowerment has a significant positive relationship with all dimensions of green HRM practices; the added value of HR business partner role is an important aspect in ensuring the successful implementation of green HRM practices; and surprisingly, electronic HRM was not significantly related with all dimensions of green HRM practices	Organizations therefore need to focus more on raising levels of awareness of the importance of green employee empowerment and HR business partner roles amongmanagers. This study has contributed to the body of knowledge on RBV theory by providing some new evidence about the human aspects that can unlock green HRM practices in emerging economies, taking into account the context of Malaysia.

Research Gap/ Scope for further study

An additional area for further study could focus on the overall green HRM system, rather than on a narrow set of specific practices as argued by Guerci and Carollo (2016) which they believed is much closer to that of practitioners in an organization. Similarly,Renwick et al. (2013, p. 10) emphasize the need to consider the workings of the entire HRM system instead of focusing on one or two HRM practices.

Research Papers Reviewed#12

Study Reference	Title of paper	Study Objective	Data Source	Findings	Observation/ Conclusion
Guerci, M., Longoni, A., & Luzzini, D. (2016). Translating stakeholder pressures into environmental performance–the mediating role of green HRM practices. *The International Journal of Human Resource Management*, *27*(2), 262-289.	Translating stakeholder pressures into environmental performance – the mediating role of green HRM practices	This paper contributes to extant research on green Human Resource Management (HRM) relying on the instrumental value of stakeholder theory, which implies that stakeholders impact on company decisions and their development of organizational resources and performance.	Secondary Data	Findings demonstrate that: (i) customer pressure is associated with all the green HRM practices considered, whereas regulatory pressure is associated only with green hiring; (ii) green training and involvement as well as green performance management and compensation have a positive impact on environmental performance and mediates the role of customer stakeholder pressures in improving the environmental performance.	This paper, based on a multi-respondents survey, explores the role played by external stakeholders (i.e., customers and regulatory stakeholders) on the implementation of three sets of green HRM practices (i.e., green hiring, training and involvement, and performance management and compensation) and compares the effects of such practices on environmental performance

Research Gap/ Scope for further study

Future studies can overcome that particular limitation by testing the impact on environmental performance of both green HRM practices – relating to the management of the people who perform the work in the organization – and to work practices – relating to the management of the work domain, such as teamwork practices. A first possible avenue for future research relates to the "functional" view of the HRM systems adopted in this study and presented above and the functional view's assumed internal synergies.

Research Papers Reviewed#13

Study Reference	Title of paper	Study Objective	Data Source	Findings	Observation/ Conclusion
Pandey, S., Viswanathan, V., & Kamboj, P. (2016). Sustainable green HRM–importance and factors affecting successful implementation in organizations. *International Journal of Research in Management and Business*, *2*(3), 11-29.	Sustainable Green HRM – Importance and Factors affecting Successful Implementation in Organizations	The aim of the study is to understand which factors are of paramount importance that organizations need to focus on. This research is a study on Green HRM, its awareness, and factors that are critical to sustainable Green HRM practices in Organizations	Primary Data	Based on the findings the correlation coefficients for each factor were analyzed. These questions were then narrowly focused to two key factors – Organizational Culture and Employee Perception and mindset. Most of the smaller organizations' find cost as a factor for implementing Green HRM practices. There wasn't any significant difference of opinion between HR and Non-HR respondents and factors like Government rules and regulations, lack of organizational resources wasn't seen as much of an issue as compared to Organizational Culture and Employee perception.	he conclusion that we derive from this research is that Green ideas and practices are finding more and more relevance in many organizations' and within the space of the HR profession. HR leaders being the advocates of organizational culture and policies are critical to inculcate a sense of responsibility in each employee towards a sustainable green human resources management. However, still greater change needs to happen so that employees and organizations' take that big leap in ensuring greening process in all their activities.

Research Gap/ Scope for further study

Furthermore, we encourage researchers to focus on finding and analyzing strong policies, processes and support systems so as to achieve a sustainable Green HRM in the organization.

Research Papers Reviewed#14

Study Reference	Title of paper	Study Objective	Data Source	Findings	Observation/ Conclusion
Sarode, A. P., Patil, J., & Patil, D. T. (2016). A study of Green HRM and Its Evaluation with Existing HR Practices in Industries within Pune Region. *International Journal of Research in Engineering, IT and Social Sciences*, *6* (4), 49-67.	A study of Green HRM and Its Evaluation with Existing HR Practices in Industries within Pune Region	To study existing HRM practices in industry and its evaluation with Green HRM	Primary Data	I. Employees from manufacturing industries know more about Green HRM than IT industries. II. IT industries cognizant about saving electricity, online leave record, plastic free zone, EHRM, video conferencing, electronically record keeping. III. Recycled paper is substantially used in IT industries than manufacturing industries. IV. Industries overlooked Induction as well as training program for employees which is exclusively designed to impart right knowledge and skills about greening	Green HRM has great importance in today's scenario. Employees are not well versed about the term but they are conscious to save environment. Industries have lot of scope to pursue Green HRM practices in work life. Enthusiastic participation of employees to go towards greening has to increase. Industries keep centre of attention on environmental agenda and motivate employees for greening behavior.

Research Gap/ Scope for further study

Further study should focus on create new processes which are eco friendly within organization framework and policy and how does Managerial level employees are adequately trained to implement Green HR practices to train the employee in near future.

Research Papers Reviewed#15

Study Reference	Title of paper	Study Objective	Data Source	Findings	Observation/ Conclusion
Tariq, S., Jan, F. A., & Ahmad, M. S. (2016). Green employee empowerment: a systematic literature review on state-of-art in green human resource management. *Quality & Quantity*, *50*(1), 237-269.	Green employee empowerment: a systematic literature review on state-of-art in green human resource management	The study focuses on the second aspect of the green human resources management definition, which is preservation of knowledge asset and specifically addresses the novel concept of "Green employee empowerment" as a mediator. The research paper focuses on integrating and systematically arranging literature regarding motivating employees to pursue green tasks, as mediated by green employee empowerment	Secondary Data	The findings showed that there exists a potential mediating effect of employee empowerment on employee motivational levels for pursuing GHR practices. Green employee empowerment then is key to enhancing an organization's outcome, where employees are motivated to pursue green goals more effectively and efficiently. Both the service and manufacturing sectors was focused and data was collected from ISI web of knowledge. Additionally, the search mostly focused on updated knowledge and only focused on 104 of recent and relevant studies.	The study concluded that empowered employees are more motivated to perform environmental tasks which pay to be green. Human resources are truly the back bone of any successful organization, so motivated green workforce has a deep influential effect on social organizational profitability and productivity.

Research Gap/ Scope for further study

There is a large gap and the findings of this research study will help a lot to gauge some of the issues that remained unaddressed till now.As per little research made in this field, it has been pointed out by Naeem and Welford (2009) in his study that a need for further exploration on Pakistan's firms exists (Naeem and Welford 2009). There is a large gap and the findings of this research study will help a lot to gauge some of the issues that remained unaddressed till now .

Research Papers Reviewed#16

Study Reference	Title of paper	Study Objective	Data Source	Findings	Observation/ Conclusion
Yong, J. Y., & Mohd-Yusoff, Y. (2016). Studying the influence of strategic human resource competencies on the adoption of green human resource management practices. *Industrial and Commercial Training*, *48*(8), 416-422.	Studying the influence of strategic human resource competencies on the adoption of green human resource management practices	The purpose of this paper is to examine the influence of strategic human resource (HR) competencies of HR professionals on the adoption of green human resource management (HRM) practices..	Primary Data	The findings revealed that only strategic positioner and change champion are significantly related to green HRM practices. Specifically, strategic positioner associates positively with all green HRM practices including green analysis and description of job position, green recruitment, green selection, green training, green performance assessment, and green rewards. Additionally, change champion is positively related to green analysis and description of job position, and green rewards.	The immense attention to environmental issues has stimulated a growing number of organizations to adopt green practices into their business. An extensive number of studies have been carried out and acknowledged the importance of HRM in organizations. However, studies on integration of environmental perspective in HRM – green HRM have been scarce. As such, the current study provided empirical evidences for the effect of strategic HR competencies on the adoption of green HRM practices in organizations.

Research Gap/ Scope for further study

Although several hypotheses were not significantly supported in this study, it can be considered as a first step in understanding of such relationships. Guided by the findings of this study, we would recommend HR professionals to possess strategic HR competencies in their quest for initiating change toward green practices and building the greenorganization identity.

Research Papers Reviewed#17

Study Reference	Title of paper	Study Objective	Data Source	Findings	Observation/ Conclusion
Cheema, S., Durrani, A. B., Pasha, A. T., & Javed, F. (2015). Green human resource practices: Implementations and hurdles of SMEs in Pakistan. *Journal of Business Studies Quarterly*, *7*(2), 231.	Green Human Resource Practices: Implementations and Hurdles of SMEs in Pakistan	This paper is on the growing importance of Green Human Resource perspective for small and medium-sized enterprises. The main focus of this research paper is to explore the different aspects of Green human resource management and also analyze barriers which occur during the implementation of its practices as well as study the green approach influence on training and developments, performance management and recruitment..	Primary Data	The findings indicate that the green HR practices are influenced by several factors (Age, Experience, and Gender). All these factors influenced on the employee performance in the sample to adopt green human resource practices.	The conculsion of this research study have highlighted the main hurdles for the implementation and not good planning for implementation as well as inconclusive view of green value. Resistance level from the employees is also maintained the minimized significance. Peng and Lin (2008) suggest main factors for green human resources management implementation like resistance and employee pressures. Also which is not consistent with this research study results. Careful examination as well as well aas classification, different culture aspects, inconclusive consideration of green apporach among the different technological factors, barrier and other complications while the adoption of green technology, management element, inadequacy of over all planning.

Research Gap/ Scope for further study

We conducted our research through online survey questionnaire. But there can be get more data and information through interviews and observation. Moreover, quantitative and qualitative researches will be more valuable and beneficial for researchers and would be indeed an interesting topic for future research. Finally, research could be

carried

Research Papers Reviewed#18

Study Reference	Title of paper	Study Objective	Data Source	Findings	Observation/ Conclusion
Obaid, T. F., & Alias, R. B. (2015). The impact of green recruitment, green training and green learning on the firm performance: conceptual paper. *International Journal of Applied Research*, *1* (12), 951-953	The impact of green recruitment and green learning on the firm performance: Conceptual paper	The main goal of this study is to make an analysis of the existing literature of human resources management by focusing on three above stated determinants of firm performance.	Secondary Data	The existing literature in the field revealed a positive influence of recruitment, training and development, and learning on the performance of the firm.Statingdifferently,greening of HRM functions will eventually decrease negative environmental effects of the organization and helps inenhancing the positive environmental effects of theorganization. Training and development, recruitment, and learning play key role in improving environmental performance of the organization. Green HRM practices are of crucial importance in creating, practicing and maintaining environmental related employees' innovative behaviors along right attitude of greening.	The major challenge for the human resource professionals is the understanding of the scope and depth of green HRM in the process of transformation of their organizations to green entities. It is difficult to create and maintain sustainable environmental performance without proper green HRM practices. Therefore, this is stated that the comprehension of the scope and depth of green HRM practices by the organizations is significant and helps organizations to perform better in terms of environment than before.
Research Gap/ Scope for further study This study has elaborated direct association of EGBs with ES. Further research needs toanalyze effect of moderator and mediator over their relationship. This study is also inevitable to limitations of research. A longitudinal study can overcome this constraint by providing a reflective understanding.					

Research Papers Reviewed#19

Study Reference	Title of paper	Study Objective	Data Source	Findings	Observation/ Conclusion
Paillé, P., Chen, Y., Boiral, O., & Jin, J. (2014). The impact of human resource management on environmental performance: An employee-level study. *Journal of Business Ethics*, *121* (3), 451-466.	The Impact of Human Resource Management on Environmental Performance: An Employee-Level Study	This field study investigated the relationship between strategic human resource management, internal environmental concern, organizational citizenship behavior for the environment, and environmental performance.	Primary Data	Therefore, regarding these three main contributions, the most relevant findings of the present paper highlight that internal environmental concern and OCBE are two important intervening variables in the effect of SHRM on environmental performance. Finally, the paper indicates that adopting HRM practices at the strategic level is important to the achievement of the environmental performance under the condition that the overall staff (from top management to frontline workers) are convinced of and engaged in environmental sustainability.	In this employee-level study, we developed a conceptual model to understand the relationship between SHRM and environmental performance. Analysis of the results confirmed that OCBE mediates the process through which SHRM has an impact on environmental performance. This leads to a need to focus more on selecting, training, and rewarding employees for their environmental friendly practices in the workplace in order to generate an environmental protection culture beneficial to a firm's environmental performance.

Research Gap/ Scope for further study

Future examination combining strategic process and employee involvement may help to draw a more comprehensive picture of the overall effect of SHRM on environmental performance. Future studies need to test our research model in other contexts, so as to generalize our findings to other cultural and institutional settings, especially to other emerging economies

Research Papers Reviewed#20

Study Reference	Title of paper	Study Objective	Data Source	Findings	Observation/ Conclusion
Wagner, M. (2013). 'Green'human resource benefits: do they matter as determinants of environmental management system implementation?. *Journal of Business Ethics*, *114*(3), 443-456.	Green' Human Resource Benefits: Do they Matter as Determinants of Environmental Management System Implementation?	This article analyses whether benefits arising for human resource management from environmental management activities drive environmental management system implementation. Focusing on employee satisfaction and recruitment/retention, it tests this for German manufacturing firms in 2001 and 2006 and incorporates a rare longitudinal element into the analysis.	Primary Data	Here, the index of joint HR benefits remains also significantly positive in the model with interaction effects. The results remain also largely stable when using OLS regression for estimation which, however, suggests that the panel effects are sufficiently strong to justify the involvement of panel regression methods from the beginning. Finally, the results remain qualitatively stable if instead of including the two individual variables of market growth and profitability an index of business conditions is used which is constructed as the average	To contribute to the firm-level analysis of the role of 'soft' versus 'hard' factors determining the implementation of EMS, this article set out to test four hypotheses derived from an often-made argument about the link of HR and environmental management, namely that EMS implementation relates to competitive benefits for HR managementFinally, this research contributes as another important practical implication the increasing interrelation of environmental management and work satisfaction as a driver for strategic integration of sustainability-related topics such as health and safety and work-life quality in firms
Research Gap/ Scope for further study Future research should therefore aim for a more narrow measurement of changes in (expected) benefits and could develop causal models integrating different disciplines (psychology, sociology, management theory) from this. Future research should attempt to measure these variables more independently from respondents' perceptions to corroborate our findings					

Research Papers Reviewed#21

Study Reference	Title of paper	Study Objective	Data Source	Findings	Observation/ Conclusion
Green Jr, K. W., Zelbst, P. J., Meacham, J., & Bhadauria, V. S. (2012). Green supply chain management practices: impact on performance. *Supply Chain Management: An International Journal*, *17* (3), 290-305.	Green supply chain management practices: impact on performance	The aim is to contribute significantly to the first wave of empirical investigations related to the impact of green supply chain management (GSCM) practices on performance. The paper also aims to theorize and empirically assess a comprehensive GSCM practices and performance model. The model incorporates green supply chain practices that link manufacturers with supply chain partners (both suppliers and customers) to support environmental sustainability throughout the supply chain.	Primary Data	Generally, the adoption of GSCM practices by manufacturing organizations leads to improved environmental performance and economic performance, which, in turn, positively impact operational performance. Operational performance enhances organizational performance.	Practitioners are provided with a framework for assessing the synergistic impact of GSCM practices on performance. Internal environmental management and green information systems are identified as necessary precursors to the implementation of green purchasing, cooperation with customers, eco-design, and investment recovery.
Research Gap/ Scope for further study An additional area for further study could be a first wave empirical investigation of the impact of GSCM practices on performance, the study is by necessity exploratory..					

Research Papers Reviewed#22

Study Reference	Title of paper	Study Objective	Data Source	Findings	Observation/ Conclusion
Prathima, M., & Misra, S. (2012). The green revolution in human resource management. *Asia Pacific Journal of Management & Entrepreneurship Research*, *1* (3), 227.	The Green Revolution in Human Resource Management	Green management initiatives become an important factor in forward-thinking businesses around the world. Researchers argued that employees must be inspired, empowered and environmentally aware of greening in order to carry out green management initiatives. The concepts of "green economy" and "green jobs" have been gaining momentum. What green is, and what the green economy constitutes, however, is still a matter of contention.	Secondary Data	At one level ,it can utilize its greenness to ensnare top-notch talent. At another level, it is perfect opportunity for head hunters to contribute their mite towards preserving the environment. They can also point out to the top management that espousal of environmental causes can have an impact on the bottom line, product sales and recruitment. Green recruiting is here tostay, irrespective of whether talks at climate change summit to be held in Copenhagen flounder or move forward.Existing and reported green jobs tend to be concentrated incertain countries and regions.	Environmental issue are green in everyone's mind .if the companies is to have a decisive edge in this realm, it is necessary for its HR managers to dovetails environmental-friendly message with the firms' recruitment process and employer brand .the matter assumes greater significance if the company does not offer top of the heap pays ,is located in a grungy difficult to access ,back -of-the town location and is not a all -too-families company .green recruiting provides company with an opportunity to stand outfrom the rest of the pack in an otherwise crowded recruiting .
Research Gap/ Scope for further study This, however, is a reflection of proactive policy initiatives and currentinvestment patterns, rather than inherent to the concept. There are numerous case examples and pilot projects that demonstrate the scope and the potential for green jobs in developing countries albeit so far only on a limited scale. Hence					

companies should pay attention towards development of Going Greenand Eco-Friendly practices.

Research Papers Reviewed#23

Study Reference	Title of paper	Study Objective	Data Source	Findings	Observation/ Conclusion
Richbell, S., & Minchin, L. (2012). Going green. *Personnel review*.	Going green The impact of workplace travel plans on sickness absence in the public sector	There is a growing awareness within organisations of the significance of "green" issues. This paper aims to examine the impact of a public sector organisation's sustainable transport policies on the sickness absence levels of its employees. It focuses on those policies (such as workplace travel plans) which include methods of increasing the use of public transport for the journey to work.	Primary Data	The key finding is that sickness absence levels are higher among employees who use public transport to travel to work. A profile of public transport user characteristics most associated with higher absence levels is offered. Moves to act "green" by encouraging greater use of public transport may unintentionally have an adverse effect on sickness absence levels.	Here, there is an organisational dilemma when moves to act "green", by encouraging use of public transport may counteract, unexpectedly, efforts to reduce sickness absence rates. Clearly the effects of "going green" are multi-faceted and require constant monitoring. It is important that sustainable transport plans are tied into a strong evidence base and to recognise their potential impact on HRM issues.

Research Gap/ Scope for further study

This study has allowed us to suggest a future research agenda examining the relationship between sickness absence and the use of public transport for the journey to work Further, we have shown how changes in one aspect of an organisation's strategy can have unintended impacts on other key aspects of an organisation's activities

Research Papers Reviewed#24

Study Reference	Title of paper	Study Objective	Data Source	Findings	Observation/ Conclusion
Jabbour, C. J. (2011). How green are HRM practices, organizational culture, learning and teamwork? A Brazilian study. *Industrial and Commercial Training,43*(2), 98-105. doi:10.1108/00197851111108926	How green are HRM practices, organizational culture, learning and teamwork? A Brazilian study	The objective of this paper is to analyze the level of greening of HRM practices, organizational culture, learning, and teamwork in Brazilian companies.	Primary Data	Contrasting the data, two important conclusions can be drawn. The first one is related to the importance of considering the alignment of the human resource practices systematically in order to put workers in control of environmental management. The second conclusion is about the little formalization of the inclusion of environmental issues in traditional human resource practices, which can later badly affect the good performance observed in the formation of teams, organizational culture, and learning resulting in a negative cycle.	The first one is related to the importance of considering the alignment of the human resource practices systematically in order to put workers in control of environmental management. The second conclusion is about the little formalization of the inclusion of environmental issues in traditional human resource practices, which can later badly affect the good performance observed in the formation of teams, organizational culture, and learning resulting in a negative cycle

Research Gap/ Scope for further study

In general, the respondents seem unsure about whether the selection process favors candidates committed to environmental issues or those who had environmental commitment experiences in the past. in general, environmental issues have not been completely inserted in the traditional practices of human resource management, such as selection and financial remuneration for good environmental performance

Research Papers Reviewed#25

Study Reference	Title of paper	Study Objective	Data Source	Findings	Observation/ Conclusion
Rompa, I. (2011). Explorative research on sustainable human resource management. *Master's Thesis. University of Amsterdam*	Explorative research on Sustainable Human Resource Management	The overall aim of the study is to contribute to the existing quest for a definition by making "Sustainable HRM" more concrete, and highlight the possible role of Human Resource Management for Corporate Sustainability.	Primary Data	According to the survey results, sustainability is a theme in more than three-quarters (77.8%) of the 194 organizations about which was reported. Before the specific relation between sustainability and HR will be discussed, the next section will describe the single questions that were asked about sustainability in general	HR professionals definitely see the benefits of HR's engagement with sustainability in general but mainly facilitate employees, rather than enforce sustainability onto them. HR professionals who wish to contribute to their organization's sustainability by practicing 65 Sustainable HRM, should strive to be involved with the sustainability strategy from the beginning, which will positively influence their perceived possibilities for putting sustainability on the map and their role in enthusing, facilitating and motivating employees for sustainability. Ultimately, this will not only benefit the environment, but –according to HR professionals- also the employees and organization itself.

Research Gap/ Scope for further study

Future research could set out to examine whether HR professionals in organizations which are less, or not at all, focused on sustainability, associate the same themes with Sustainable HRM and have embedded the accompanying policies to the same, or to a more or lesser extent, than this study's participantsEven so, I would definitely recommend future researchers to implement such an option within their questionnaire or highlight this point during an interview

Research Papers Reviewed#26

Study Reference	Title of paper	Study Objective	Data Source	Findings	Observation/ Conclusion
Zoogah, D. B. (2011). The dynamics of green HRM behaviors: A cognitive social information processing approach. *German Journal of Human Resource Management*, *25*(2), 117-139.	The Dynamics of Green HRM Behaviors: A Cognitive Social Information Processing Approach	This paper applies cognitive-social theory to Green HRM, articulating a meta-theory based on cognitive-social HRM information processing (C-SHRIP) which centers on initiation and maintenance of green HRM behaviors. It focuses on managers' encodings, expectancies, affects, goals and values, self-regulation, and their interactions with each other, and the green HRM-relevant information in the course ofcognitiveaffective processing.	Primary Data	The model, C-SHRIP – proposes that Green HRM encompasses promotive and preventive practices. How managers decide and use these practices defines their green signatures Second,the model is dynamic. One notable property of dynamic systems like C-SHRIP is the emergence of a distinctive set of activation patterns into which the system settles overtime (Hopfield,1982).Third, the model proposes that research on Green HRM focuses on how HR managers' individual difference characteristics – construals &attributes – becomeactivated in differentenvironmental situations.	In conclusion, we present a different perspective on Green HRM: a dynamic and psychological approach that integrates social information processing in HR managersdecisions and behaviors. The model addresses the dynamicinteraction between construals and other cognitions and affects that HR managers prime and activate within the processing system as they interpret, transform, and act on green information to generate green decisions and maintain green behaviors

Research Gap/ Scope for further study

Furthermore, we encourage researchers to pay attention to the sample of subjects for green signatures. We focus only on HR managers' decisions and behaviors in this paper. The approach is consistent with previous studies (Sharma & Nguan, 1999). However, decisions and behaviors of employees can also influenceGreen HRM.

Research Papers Reviewed#27

Study Reference	Title of paper	Study Objective	Data Source	Findings	Observation/ Conclusion
Alagaraja, M. (2010). *Achieving HR-firm performance linkage through organizational strategy implementation: Qualitative case studies of four US based firms*. Texas A&M University.	ACHIEVING HR-FIRM PERFORMANCE LINKAGE THROUGH ORGANIZATIONAL STRATEGY IMPLEMENTATION: QUALITATIVE CASE STUDIES OF FOUR U.S. BASED FIRMS	The overarching purpose of the study was to examine the manner in which HR as a function advanced and hindered LQS implementation in selected organizations. Organizations from the distribution industry espousing to be LQS oriented were 3 identified for the study. The researcher set out to understand the role of HR function and involvement in LQS implementation	Primary and secondary Data	Study findings indicate the strength of leadership impacts at the level of the organization. Strong leadership enabled support for HR related initiatives, stipulated adoption of ROI approach in measuring metrics, and acquiring capable HR professionals in the case of C3 and C2. Strong leadership contexts coordinated and integrated data for decision making from different functions and, emphasized long-term focus on strategic level organizational performance issues. This finding is well supported in the LQS implementation literature. Strategic choices linking LQS objectives and HR function was a common finding in the two companies (C2 and C3). Executive leadership was a strong enabler in the close strategy-HR	The study provides an assessment of the extent of engagement; presents examples of successful HR and Operations cross functional engagement practices; and develops a Cross Functional Performance index to improve returns on HR service delivery in organizations. The research addressed the following challenges faced by large organizations: a) HR and Operations operate in functional silos, undermining organizational effectiveness; b) lack of ownership for key organizational level metrics such as turnover and improving employee engagement outcomes specifically - high annualized turnover within different job groups (sales reps, new hires etc.) and real time employee related data collected but not utilized to inform senior executive decision 252 making and, c) strategic value adding opportunities passed up by HR function

				connection.	due to lack of expertise and staffing.

Research Gap/ Scope for further study

In terms of the methodological design, there is a need for equal emphasis on qualitative research for examining organizational performance that has until now largely been defined by quantitative indicatorsSpecifically, in examining the variables that effect the reputational effectiveness of the HR function in the organization, more qualitative studies utilizing broader range of HR stakeholders (including employee groups) would provide an in depth picture. Future studies in this area would benefit greatly from utilizing qualitative research designs**.**

Research Papers Reviewed#28

Study Reference	Title of paper	Study Objective	Data Source	Findings	Observation/ Conclusion
Bayat, A. (2007). *Making Islam democratic: Social movements and the post-Islamist turn*. Stanford University Press.	Identifying the obstacles to green human resource management practices in Iran	The purpose of this paper is to find factors affecting green human resource management practices as barriers to help managers identify the root and be able to surmount the obstacles	Primary Data	As the result showed two groups of factors were defined; 1- Internal factors including personality and upbringing, knowledge of individuals, organizational culture, and 2- External factors including digital divide and education and training. The result showed that among all these factors personality and upbringing have the highest effect and digital divide has the lowest effect on green human resource management practices.	In conclusion, by being more careful about the way our children are being raised and how their personalities are formed green characteristic qualities, attitudes, beliefs and values can be internalized and much greener behavior and action will be seen in future. In addition, by having more training and educating about Green Human Resource Management, the employees can be nurtured to develop greener behavior. Similarly, next point refers to knowledge of individual which means the knowledge of employees before they enter the organization.

Research Gap/ Scope for further study

It is worth mentioning that for future studies it is suggested by the use of Multi Attribute Decision Making (MADM) methods to facilitate the complexity in realizing engineering objectives through some form of weight of attributes (criteria) assessment procedure in order to identify the best factor to implement Green Human Resource Management.

Research Papers Reviewed#29

Study Reference	Title of paper	Study Objective	Data Source	Findings	Observation/ Conclusion
Cheema, S., & Javed, F. (2017). The effects of corporate social responsibility toward green human resource management: The mediating role of sustainable environment. *Cogent Business & Management*, *4*(1), 1310012.	The effects of corporate social responsibility toward green human resource management: The mediating role of sustainable environment	This study has two objectives. First objective was to analyze the increased need for HRM skills in green practices including selection, recruitment, rewards and training implementation. The second objective was to examine the relationship of sustainable environment by testing the mediation between green human resource management and corporate social responsibility.	Primary Data	The results showed that all variables, green human resource, sustainable environment, and corporate social responsibility fit the data adequately and significantly appropriate with this hypothesized model. Thus, the results showed that the mediation is partial and green human resource management has a significant effect on corporate social responsibility. Analysis explores that H1, H2, and H3 support the research and get significant study.	The study showed the results on the base of green human resource management as the key determinant of sustainable environment. To examine the impact of the independent variable with corporate social responsibility as a dependent and sustainable environment as a mediator, there was conducted primary research with empirical data from textile sector of Faisalabad District, Pakistan, To strengthen sustainable environment in the organization especially in textile sectors, organizations should introduce green practices which will improve and also helps to build strong concept of corporate social responsibility in all sectors. (b) For greening practices purpose, proper education should be given to the employees to increase learning level in the organizations which eventually improve overall sustainability
Research Gap/ Scope for further study The future direction for further studies are as follows: (a) To strengthen sustainable environment in the organization especially in textile sectors, organizations should introduce green practices which will improve and also helps to build strong concept of corporate social responsibility in all sectors. (b) For greening practices purpose, proper education should be given to the employees to increase learning level in the					

organizations which eventually improve overall sustainability

Research Papers Reviewed#30

Study Reference	Title of paper	Study Objective	Data Source	Findings	Observation/ Conclusion
Zhu, Q., Sarkis, J., & Geng, Y. (2005). Green supply chain management in China: pressures, practices and performance. *International Journal of Operations & Production Management*, *25*(5), 449-468.	Green supply chain management in China: pressures, practices and performance	Green supply chain management (GSCM) has emerged as a key approach for enterprises seeking to become environmentally sustainable. This paper aims to evaluate and describe GSCM drivers, practices and performance among various Chinese manufacturing organizations	Primary Data	Chinese enterprises have increased their environmental awareness due to regulatory, competitive, and marketing pressures and drivers. However, this awareness has not been translated into strong GSCM practice adoption, let alone into improvements in some areas of performance, where it was expected.	Efforts made by Chinese enterprises together with the Chinese government have established a good foundation for further development. After China's entry into the WTO, a win-win relationship between foreign companies and Chinese manufacturers is still possible.

Research Gap/ Scope for further study

Future research can investigate relationships identified in this work, as well as tease out mediating and moderating relationships. A more broadly-based and random sample study across China would also provide a better picture of this GSCM situation..

Motivation/Justification and Relevance

Review of literature shows that most of the study has been done on Green HRM, Green Marketing that carried out on developed countries; lack of significant study observed in developing countries and its regions. And it does not cover the other Green practices with organization Sustainability in an organization. Most of the studies are all about green practice, their implementation, their impact on the employee's performance, and etc.., rather than focusing on green corporate Strategy. Corporate strategy with green practices in management is building an importance to achieve organization sustainability and development in an economy. The gap identified from the study is to analyze and determine the Green Initiative and Corporate Sustainability: A Comparative study of Selected Public and Private Banks in Rajasthan.

OBJECTIVES OF THE STUDY

The present study aims to achieve the following objectives by considering the main objective as ***"Green Initiative and Corporate Sustainability: A Comparative study of selected private and public bank in Rajasthan"***

- To explore the various green initiatives/practices adopted by selected private and public bank in Rajasthan for organization sustainability.
- To identify and compare the awareness level for green practices among the employees of selected private and public bank in Rajasthan
- To determine the impact of green practices on organization sustainability.
- To analyze the green practices followed in selected private and public bank in Rajasthan.

HYPOTHESES

The proposed research is on ***"Green Initiative and Corporate Sustainability: A Comparative stiudyof selected private and public bank in Rajasthan"***. The following hypotheses have been formulated for the same:

Null Hypothesis

- H_{01}: There is no significant difference between the awareness level of green practices among the among the employees of selected private and public bank in Rajasthan with reference to age, gender and organization

Alternate Hypothesis

- **H_{A1}:** There is significant difference between **the awareness level of green practices among the among the employees of selected private and public bank in Rajasthan** with reference to age, gender and organization

Null Hypothesis

- **H_{02}**: There is no significant impact of ***Green Practices*** on ***Organization sustainability*** in **Selected private and public bank in Rajasthan.**

Alternate Hypothesis

- **H_{A2}**: There is a significant impact of ***Green Practices*** on ***Organization sustainability*** in **Selected private and public bank in Rajasthan**.

Null Hypothesis

- **H_{03}**: There is no significant difference between **green practices** followed in **Selected private and public bank in Rajasthan**

Alternate Hypothesis

- **H_{A3}**: There is significant difference between **green practices** followed in **Selected private and public bank in Rajasthan.**

PLAN OF WORK & RESEARCH METHODOLOGY

Concept of Research

Research is a process of enquiry and investigation; it is systematic, methodical and Ethical; research can help solve practical problems and increase Knowledge.

- Research is composed of two syllables, *a prefix re and a verb search*.
- Re means *again, anew, over again*.
- *Search means to examine* closely and carefully, to test and try, to probe.
- The two words form a noun to describe a careful and systematic study in some field of knowledge, undertaken to establish facts or principles.
- Research is an organized and systematic way of finding answers to questions.

The purpose of research :

- ✓ Review or synthesize existing knowledge
- ✓ Investigate existing situations or problems
- ✓ Provide solutions to problems
- ✓ Explore and analyze more general issues
- ✓ Construct or create new procedures or systems
- ✓ Explain new phenomenon

A research method refers only to the various specific tools or ways data can be collected and analysed, e.g. a questionnaire; interview checklist; data analysis software etc.Research Methodology is a way to systematically solve the research problem. It may be understood as the science of studying how the research is done scientifically.

Methods of Research

- **Historical method**: to reconstruct the past objectively and accurately, often in relation to the tenability of a hypothesis.
- **Descriptive method**: to describe systematically a situation or area of interest factually and accurately
- **Developmental method**: to investigate patterns and sequences of growth and/or change

as a function of time. • Case and field method: to study intensively the background, current status, and environmental interactions of a given social unit.

• **Correlational method**: to investigate the extent to which variations in one factor correlate with variations in one or more other factors based on correlation coefficient.

• **Casual-comparative or "Ex post facto" method**: to investigate possible cause-and-effect relationships by observing some existing consequence and looking back through the data for plausible casual factors.

• **True experimental method**: to investigate possible cause-and-effect relationships by exposing one or more experimental groups to one or more treatment conditions and comparing the results to one or more control groups not receiving the treatment, random assignment being essential.

• **Quasi-experimental method**: to investigate the conditions of the true experiment in a setting which does not allow the control or manipulation of all relevant variables.

• **Action research**: to develop skills or new approaches and to solve problems with direct application to the classroom or other applied setting.

Research Problem

A research problem in general, refers to some deficiency which a researcher experiences in the context of either a theoretical or practical situation and wants to obtain a solution for the same. The issue related to ***"Green Initiative and Corporate Sustainability: A Comparative stiudy of selected private and public bank in Rajasthan***" are as follow:-.

- What are the various green initiatives/practices adopted by selected public and private banks in Rajasthan for organization sustainability?
- What is the level of awareness of employees regarding green practices in selected private sector banks as compare to selected public banks in Rajasthan?
- What is the impact of green practices on organization sustainability in by selected public and private banks in Rajasthan.?
- How many selected banks following the green practices in Rajasthan?

Research Design

The function of research design is to provide for collection of relevant data with minimum expenditure of effort, time and money. Preparation of research design involves usually the means of obtaining information.

METHOD OF RESEARCH

EXPLORATORY & DESCRIPTIVE

"Exploratory research is intended only to provide greater familiarity with the phenomena (one) wants to investigate so that (one) can formulate more precise research questions and perhaps develop hypotheses. Such studies can be essential when (one) is investigating new phenomena or phenomena that have not been studied before." The aim of the research is to explore and describe the facts and developments related to the topic of the study.

The present study***, "Green Initiative and Corporate Sustainability: A Comparative study of selected private and public bank in Rajasthan*****" is EXPLORATORY & DESCRIPTIVE in nature.**

- ## UNIVERSE

Population of the proposed study comprise of the selected private and Public sector of banks in Rajasthan. The universe comprises of the managers, supervisors and also the executives of the Human Resource department, Marketing department, Finance department in private sector bank of Rajasthan.

- ## DATA COLLECTION

For the present study only primary data shall be collected:

- **Primary Data -** Questionnaire will be administered to selected respondents of ***six selected Public & Private Banks from Rajasthan only***. Questionnaire will analyze the research problem .

- **Secondary Data –** Through published reports, journals, publications, articles, internet, emails etc. Due to qualitative nature of the study, it is assumed that besides the questions included in the schedule, online databases, and internet, annual reports of company / stores and company websites will act as secondary data sources in the research.

- ## SAMPLING DESIGN (EVALUATION DESIGN)

1. **Sample Type**: STRATIFIED RANDOM SAMPLING

2. **Sample Unit**– Sample of the study broadly comprised of Executives, Managers and Supervisors from every Department from six private sector of bank
3. **SampleSize**: 377 as per morgan formula

All employees were also selected of both gender (male and female) and segmented further as per various age groups, experience, educational qualifications etc. Banks are selected for the study with the no of employee's questioners to be filled from each store are explained below in table 1.1below:-

TABLE 1.1 SEGMENTATION OF RESPONDENTS

Sector	Banks	SEGMENT AND NO OF RESPONDENTS(APPOXIMATELY)
		Questionnaire to be filled by Executives,Managers/Supervisors for No of Employees
Private Bank	Axis, Jaipur	1500
	ICICI, Jaipur	4500
	AU Small Finance, Jaipur	4000
Public Bank	SBI, Jaipur	5000
	Bank of Baroda , Jaipur	1500
	IDBI, Jaipur	1000
TOTAL		17,500

SampleSize: 377 as per morgan formula

Parameters of Corporate Sustainability in an Organization

Below mention Flow chart mention the following the parameters which can be studied during the research work. They are:-

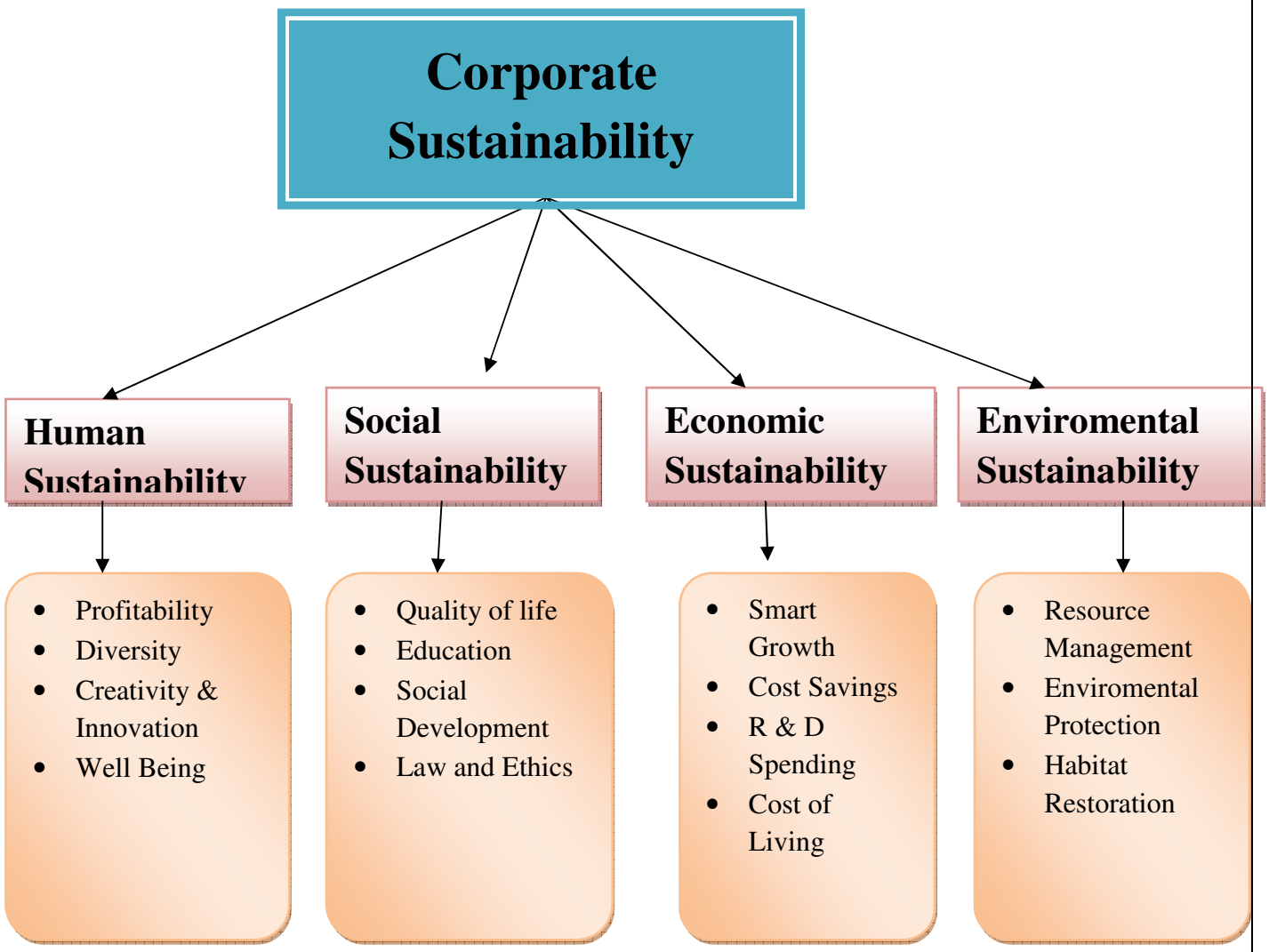

Figure 3

Parameters of Green Practices in an Organization

Figure 4

- **CLASSIFICATION, PRESENTATION AND ANALYSIS OF DATA**: - The researcher has to classify the raw data into some purposeful and usable categories. Tabulation is a part of the technical procedure wherein the classified data is put in the form of tables. Analysis work after tabulation is generally based on the computation of various percentage, ratios and coefficient, etc by applying various well defined formulae. In the process of analysis, relationships or differences, supporting or

conflicting with original hypothesis should determine with what validity data can be said to indicate conclusion. The data so collected through questionnaire shall be coded and tabulated. Analysis shall be done thereafter and results shall be presented through pie charts and bar graphs. Suitable interpretation shall be made.

LIMITATIONS & ALERNATIVE PLAN OF THE STUDY

LIMITATIONS

- In the proposed research study the analyses will be conducted on Corporate strategy with green initiatives and it's impact on Organization sustainability. So it cannot be said to be complete in its owing to several limitations such as biased responses, inaccurate information etc.

- These limitations may spring out from failure of managers to respond correctly, honestly and many other latent factors.

- A limitation of the study is to use short form of instruments and technical terms

- By testing the results on six banks, the results cannot be generalized with other banks

ALERNATIVE PLAN OF THE STUDY

- We can also analyze and determine the effectiveness of green practices business on employee retention in an organization .

- We can also switch our domain or sector for the research work if we are not able to get sufficient data from banking sector.

Proposed Chapterisation

Chapter No	Title of Chapter	
I.	**Conceptual Frame Work** • Concept of Corporate Strategy • Historical perspective of Corporate Strategy • Concept of Green Initiatives/Green Business • Indian Private Banking Sector • Private Banking in Rajasthan • Concept of Prganization Sustainability	
II.	**Research Methodology** • Research – An Overview • Research Problem • Review of Literature • Justification/ Significance of the study • Objective of Study • Hypothesis • Scope of The Study • Universe of Study • Sample Design • Limitations Of Study	

III	**Data Analysis And Interpretation** • Tools for Data Analysis • Tools for Hypothesis Testing • Testing of Hypothesis • Analysis	
IV	**Findings And Suggestions** • Findings • Recommendations • Further Research • Conclusion	
	Bibliography	
	Appendices Appendix A :Questionnaire Appendix B : List of Research Papers Published Appendix C : Manuscript of Research Papers Published Appendix D:CurriculumVitae of Research Scholar	

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